PID - 126/63
7 October 1963

MEMORANDUM FOR: Executive Director/NPIC

FROM: Chief, CIA/PID (NPIC)

SUBJECT: What Should Comprise National - Departmental Work?

REFERENCE: Attachment A "DCID No. 1/3"

        As requested the following paper is submitted as a basis for a
discussion of national and departmental work.

I. Problem: To better delineate national/departmental work in order to
assure the most efficient and productive use of PI manpower.

II. Assumptions: Using NSCID No. 8 (18 January 1961) as a base, and
considering the NPIC Mission and Functions statement (24 July 1963),
the following assumptions are made:

        1. When we speak of national versus departmental work we mean
any departmental effort - not just national versus CIA/PID.

        2. Departmental PI efforts, in both the D.O.D. and CIA, were not
abolished by NSCID No. 8.

        3. The primary raison d'etre of the national PI effort at NPIC
is to expedite the production of "- - - - - photographic interpretation
reports in support of the national intelligence effort and approved
Priority National Intelligence Objectives - - -" (PNIOs).

        4. NPIC and other national intelligence community organizations
are interested in, to varying degrees, all photo interpretation studies.
However, such interest does not imply or dictate that all such PI studies
should be done on the national level at NPIC.

        5. CIA wants, needs, and intends to maintain a capable departmental
photo intelligence effort.

III. Facts:

        1. Other than the OAK-, IPIR-, MCI-type of national project initiated
by the NPIC Assistant for Operations, CIA has for some time submitted
requirements accounting for over 70% of the national PI effort at NPIC.

2. Although the backlog of national requirements appears to be diminishing*, the CIA departmental backlog continues to increase.

<u>CIA Dept. Projects Backlogged</u>

1 January 1962 - 122
31 December 1962 - 230
31 August 1963 - 377

3. In handling CIA requirements input to NPIC, PID receives requirements generated by CIA headquarters analysts. All requirements on high priority items (missiles, electronics, nuclear, BW-CW, etc.) are submitted to the Secretariat of the Advisory Committee, except those justified by the requestor, and so approved by the DDI/CGS,for departmental handling. All requirements submitted by such national committees as JAEIC, GMAIC, SIC, etc. are automatically moved directly into the national area at NPIC.

4. Requirement input from the DOD via DIA appears to be handled quite differently. This difference seems to be that the DIA headquarters or DOD analysts seldom submit requirements. Instead of headquarters or DOD analysts submitting requirements the DIA Detachment at NPIC self-iniates projects to meet their needs.

5. If the national area at NPIC undertakes to do all the PI work done at NPIC the national effort would become so broad that either priority national readout would be substantially diluted or, a great many more "national" photo interpreters would be needed.

IV. <u>Discussion:</u>

1. An official policy should be established as to the scope of work to be performed in the national (PAG) area. This should not be left to fluctuating interpretations of various personnel. An NPIC Directive should state what the Director, NPIC, expects to be produced in the PAG area.

2. DCID No. 1/3 "Priority National Intelligence Objectives" (PNIOs) (Attachment A) is revised annually "── as a guide for the coordination of intelligence collection and production in response to requirements relating to the formulation and execution of national security policy."

3. DCID No. 1/3 recognizes the monumental task involved and advises: "Although a given subject may be listed as a matter of priority, not every bit of information relating to it will be required with equal urgency and some may be procurable by routine means. It is therefore incumbent upon research personnel to exercise discrimination in allocating analytical resources and in formulating information requirements so as to accord priority

*Assistant for Operations data prepared for the [ ] Report

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only to those aspects of the listed subject which actually require a
priority research or collection effort. Similarly, if specific collection
and analytical facilities are inadequate to satisfy all the requirements
levied upon them, a determination of priority in their use will have to
be made, under the general guidance of the PNIOs but in terms of specific
operational capabilities."

4. Therefore, it is suggested that within the mandate of NSCID #8
the Director/NPIC could specify that in addition to immediate readout and
indexing the PAG area will concentrate its efforts and capabilities on the
task of producing PIBs and detailed photo analysis on selected PNIOs as set
forth in DCID No. 1/3.

V. Conclusions:

1. The nature of the work in which NPIC is engaged is of such over-
riding importance that it is incumbent upon the top management of NPIC to
exercise discrimination in "allocating analytical resources" and in
"according priority" only to those aspects of specific subjects which
actually require a priority work effort.

2. If this is not done, NPIC's effort will continue to be shaped and
reshaped by numerous individuals of differing grade levels in various
intelligence community agencies. Although well intentioned, such direction
may not remain consistently on target.

3. The PNIOs as set forth in DCID No. 1/3 are directly related to the
intelligence required in the formulation and execution of national security
policy and flow from the intelligence mission set forth by the NSC. NPIC
was established by the NSC and produces intelligence for the highest echelons
of the U. S. Government. Therefore, it appears quite necessary that the
PAG area should muster its resources carefully to respond to the most critical
items set forth in DCID No. 1/3.

VI. Recommendations:

1. It is recommended that the Director, NPIC, should issue an NPIC
Directive for information of the intelligence community, and for guidance
of the national PI effort, stating that:

The PAG is to focus all of its energy and capabilities on:

    A. The production of immediate readout and indexing of all
        assigned photographic and/or multi-sensor intelligence
        collection systems in response to COMOR, and

B. The production of PIBs and detailed reports in response
to requirements levied by intelligence community agencies
and approved by the Advisory Committee, on those PNIOs set
forth in DCID No. 1/3 as stated below*:

First Category: A-B & C
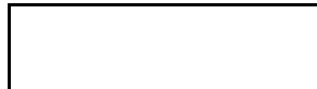Second Category: A-B-C-D-E-F & G
Third Category: C (and other subcategories only as
                      directed by the Director, NPIC,
                      and/or the Advisory Committee)
Fourth Category: (only as directed by the Director,
                      NPIC, and/or the Advisory Committee)

*See Attachment A

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ATTACHMENT A
 DCID No. 1/3